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Section 4).

In this case, the empowerment of SMES is directly related to the life and increased prosperity for the vast majority of the Indonesian people (pro-poor). In addition, the potential and the strategic role of SMES have been proven to be the strength and support of the national economic growth (pro-growth). The existence of SMES that is dominant as national economic actors is also a vital subject in development, especially in expanding opportunities for new entrepreneurs and in employment absorption and in reducing unemployment (pro-job).

In light of the above, SMES play a role as a strategic force and have an important position not only in the employment and social welfare. In many cases, SMEs become a social adhesive that stabilizes social imbalances and helps flexibility in facing crisis due to the high content of production factors both in the use of raw materials and human resources. In addition, SMES are generally based on the broad bases and have a competitive advantage (Tambunan 2007).

Apart from that, to encourage alliances between businesses with different levels of business size, not least the food and beverage business, the concept of mutual benefit is one of many strategies to build a competitive advantage. Wheelwright and Hunger (1986) remarked that business alliances all offer, as a strategic competitive advantage that is built on the principle of mutual relationship performed by two or more companies to acquire technology that can access a specific market (to reduce financial risk, to lower political risk, as well as to achieve or to guarantee competitive advantage). It is important to note that the alliance is a strategic competitive advantage that is built on the principle of mutual relationship performed by two or more companies to acquire technology that can access a specific market (to reduce financial risk, to lower political risk, as well as to achieve or to guarantee competitive advantage). It is important to note that the alliance is a strategic competitive advantage that is built on the principle of mutual relationship performed by two or more companies to acquire technology that can access a specific market (to reduce financial risk, to lower political risk, as well as to achieve or to guarantee competitive advantage).

Furthermore, in the catering sector, the most dominant influence is the organizational culture and entrepreneurship characteristics, as well as its relationship to competitive advantage. Organizational culture often becomes the main characteristic or identity of the organization. As mentioned and mentioned, a strong culture is a powerful tool to guide behavior because it helps employees to do a better job.

For every employee at the beginning of his career needs to understand the culture and how that culture is implemented (Robbins and Judge 2008). A study conducted by (Ranadan and Eng. 2010) provides an empirical evidence that organizational culture significantly influences competitive advantage. The evidence presented in this study recommends that companies consider the business model that invests in the number of training hours per year for each employee and increases the percentage of employees productivity in participating in the work realm.

Based on the description above, the purpose of this study was to investigate the effect of organizational culture on entrepreneurship characteristics and competitive advantage. Organization. Culture is a system of meanings, values and beliefs that are shared within an organization that becomes a satisfactory reference, control and understanding of the culture of an organization, which is a key responsibility of the leader, as well as a vital tool for management to achieve high performance and enhance shareholder value. The formation of an organization is greatly influenced by its entrepreneurship characteristics that is critical to build attitudes and behavior of entrepreneurs in creating a competitive advantage. 21. Middle Range Theory Middle range theory in the research employed an approach of entrepreneurship theory, which investigated entrepreneurship characteristics related to personality, which is oriented towards attitude, frequency, individual behavior desires and beliefs in different areas or activities (Ajzen, 2005). 23. Applied Theory Applied theories in this research consists of organizational culture theory, entrepreneurship characteristics, and competitive advantage theory. The theory construction is presented in the following chart 2.4.

The Concept of Organization Culture The term "culture" initially emerged from the discipline of anthropology. Anthropologists use "culture" to describe the uniqueness of a community compared with other communities, and why the behavior of a community can survive from one generation to the next. However, in the early 80s, the word "culture" was associated with the word "organization" known as "organizational culture".

In the theory of organization, the term "organizational culture" is used to explain why the characteristics of an organization are different from the characteristics of other organizations. In the same way, in the organizational behavior theory, organizational culture can have an influence on attitude and behavior of the members of the organization. Organizational culture can be considered one of the key factors that can drive organizational success. This study investigates the relationship between several constructs, which is based on the theoretical approach that deals with the notion and concept of research variables, namely: Organizational culture, entrepreneurship characteristics and competitive advantage of SMES. The theoretical construct used in regard to this research are: Organizational culture, entrepreneurship characteristics and competitive advantage of SMES.

As applied theory Schein (2010) conceptualized the organizational culture as a building concept which consists of three levels, namely a basic assumption, the form of human relationship to what is in their environment (nature, plants, animals, humans, the relationship itself and the other things as it could mean a philosophy (belief, which is something that can not be.

seen by the eye but is believed that the culture exists. b Value, related to a(6 or behavior so that value can be measured by a change or through social consensus (social structure) c Anifad, something that is abandoned or something that could be seen but is difficult to imitate it could be in the form of technology, art or something that can be heard An understanding of the organization's culture is also addressed by (Komondy and Brown, 1998) the organizational culture is a form of beliefs, values, and *a,

that can be learned to cope with and I've witnessed significant differences in organizational culture tends to be realized by the organization's members In general, large organizations have dominant culture and a number of subdominant cultures The strength of organizational culture can be measured by the extent to which the culture is believed by all members, and the extent to which management of the organization believes it The more influential the office organization is, the stronger its effect on all levels that the culture is a self-reinforcing system not only the attitudes of the employees but also the values, assumptions and beliefs of the employees 2.

LITERATURE REVIEW 2.1. Ground Theory The theoretical basis of this research is stated from the general theories (Grand Theory) consists of organizational behavior theory and entrepreneurship theory.

Both theories explain human development in terms of human attitudes and behavior in the organization environment Organizational behavior theory is a discipline that examines the behavior of individuals within the organization based on two basic components, namely individuals and formal organization Individuals are associated with behaviors, while the organization is the medium of the behaviors itself The scope of the study of organizational behavior theory in this research is limited to the internal - dimensions of an organization, which includes aspects of organizational behavior discipline Organizational culture, human resource development entrepreneurship characteristics and competitive advantage as the purpose of the organization (Wassner and Hollenbach 2014).

Denton (1990) in the study in major industries (Defto Edison, Procter and Gamble, People Express, Motorola and Texas Instruments) found that the level of participation of members of the organization in the decision making process The involvement of members in helping the organization achieve the intention of financial resources by creating a sense of ownership and responsibility as a result also demonstrates flexibility and creativity The employees' commitment to their duties and their feeling of becoming a part of the organization.

This occurs because individuals at all levels feel that they have at least some suggestions on the decisions that all affect their work & this is directly linked to the organizational Social Contract (Benschneider) and the USA proved that organizational culture can be created by involvement, consistency, adaptability and mission statement. The effectiveness of an organization.

The indicators can be explained as follows. It is the level of agreement of members of the organization to the basic assumptions and core values of the organization. Coleridge is also considered essential to achieve internal integration that is based on.

The ability to facilitate, coordinate activities, which consistently also emphasizes the ability. Consistency refers to the existence of the organization's system and process but promote harmony and efficiency over time. Organizations are more effective if members of the organization are consistent and well integrated. It is derived from an agreement of which compliance is high. It is from the economic downturn as a result of a prolonged crisis. Entrepreneurship is highlighted as a strategy to achieve economic growth that is sustainable and highly compatible for the company. The term entrepreneurship is believed to be one of the four pillars in strengthening employment. Menawhite's entrepreneurship itself refers to a human ability with the extension of mind or body to achieve or create employment. This can realize noble human beings. In other words, entrepreneurship means the superiority of a man in engaging a job for his own self or for others.

People who engage in entrepreneurship are called entrepreneurs. The form of this application of entrepreneurial attitudes may be linked to an entrepreneurial orientation with the indicator of innovation ability, of being proactive, and of ability to take risk (Vafli et al., 2003). Pro-activity of a person to strive for achievement is another indication of the application of entrepreneurial orientation personally. Similarly,

when a company emphasizes pro-activity in its business activities, the company has been doing entrepreneurial activities that will automatically encourage high performance (Weber, 2003). It is the ability of an organization to respond to change in the external environment by making internal changes within the organization. Adaptability of the organization is driven by the desire of users (customers), willingness to take risks and learn from mistakes, and the ability to make change.

Members of the organization continuously change the internal system so as to obtain collective ability to provide value to the organization's mission. This dimension shows the core purpose of the organization, making the organization's members persistent and the focus on what is considered important by the organization.

Mission helps to establish the direction and help the organization, to manage

relations with the outside world. Successful organizations have clear objectives and direction, clearly define their strategic goals and objectives, and reveal a vision of how the organization predicts it will be in the future. Entrepreneurship Characteristics Entrepreneurship is a capable and innovative capability which is used as the base, tips and resources to seek our opportunities for success. Some management literatures provide a definition of organization. The end result for entrepreneurial management process, namely innovation ability, ability to take risks, and proactive nature (Weber, 2003); entrepreneurship is known as a new approach in the novelty of a company's performance. This clearly must be responded positively by the company. Yes, to achieve to Kotler (2003), entrepreneurial marketing is a modified concept in this era full of change.

Entrepreneurial marketing is an activity to proactively identify efforts to attain and maintain customer benefits through innovative approaches to risk management, resource effectiveness, and value development. Competitive Advantage Competitive advantage is the ability of a company to achieve a higher profit than its competitors in the market in the same industry. Companies with a competitive advantage have always had the ability to undergo changes in the external structure and the ability to choose an effective marketing strategy.

A study conducted by Porter stipulates generic strategies, which are classified into three, namely (1) leadership, differentiation and focus (Porter & al., 1982). Competitive advantage according to Barney (2001) includes all assets such as experience, organizational process, structures, information and knowledge possessed by the company and those factors according to Peters et al. (1982), competitive advantage can not be understood by looking at a company.

as a whole, but though the origin of the competitive advantage itself which includes a number of different activities undertaken by the company in designing, producing and marketing, delivering and supporting its products. Each of these activities can support the company's relative cost position and create a basis for differentiation from the statements of the expenses mentioned above, it can be concluded that a competitive advantage is an advantage over competitors by offering a set of advantages of the company or its product so that it can be accepted by the market (where competitive advantage comes from many different activities undertaken by the company. Furthermore,

competitive strategy (competitive strategy is also called Porter's five forces) of a company, Michael E. Porter introduces three types of strategies, namely cost leadership, differentiation and focus. Internal Control of the Company: The Effects of the Financial System of the Company. The development of the financial system of the company is a system of shared meaning is.

tact of key characteristics upheld by the organization that make the company able to create and implement strategies to improve efficiency and effectiveness (Darslén, 2009) stated that "competitive advantage is any factor that allows an organization to differentiate its product or service from those of its competitor to increase market share." Meanwhile, Gunnigle and Mone (1994) remarked that "competitive advantage exists because of the ability of an organization to differentiate its products or services from its competitors to increase market share." Bernardin (2002) pointed out that "competitive advantage refers to the ability of an organization to formulate strategies to exploit profitable opportunities, thereby maximizing its return on investment."

Two major principles perceived by the customer are value and uniqueness describing the extent to which a business has a competitive advantage." This research is an explanatory research that tested the hypothesis by investigating the effect of organizational culture on entrepreneurship characteristics and competitive advantage of small and medium catering enterprises.

in Makassar The population in this study involves Catering managers and their employees in some Catering enterprises located in sub-district/ city of Makassar with a total population of 145 units around 400 employees. The sample in this study was determined by using Slovic's formula (Sekaraq 2003). In this case, 200 participants were selected as the sample.

In this study, organizational culture is built through a dimension named "Attitudes". Involvement of each member of the organization, as a source of ownership, sense of adaptability, and organizational goals. The analysis reveals a significant and positive effect of the organizational culture on the entrepreneurship characteristics, which are built through some dimensions, innovation ability, the ability to take the risk, and pro-activity. The statement of some experts above indicates that organizational culture through a sense of ownership among all members of the organization (Adams, 1965).

and the clarity of the organization goals becomes an important element for the organization in order to establish the entrepreneurship characteristics among members. Robbins and Judge (2008) remarked similar statement that organizational culture is a system of shared meaning held by members of an organization that distinguishes the organization from others. In the same way, organizational culture involves assumptions and values consciously or unconsciously that are capable of strengthening cohesion of an organization.

These assumptions and values determine the pattern of behavior of members in an

organization. It indicates a common understanding among members of the organization about values and purposes of the organization upheld. 3. RESEARCH METHOD 1. RESULTS AND DISCUSSION This research examined the relationship between several variables including exogenous variable, intervening variable, and

endogenous variable. Each of them is referred to a construct variable. The exogenous variable is organizational culture, the intervening variable is entrepreneurship characteristics, and the endogenous variable is competitive advantage. Assessment of each variable was done by distributing questionnaire related to attitudes and behavior of the caring managers in running their business.

The relationship of each variable to the manifest or dimension variables was assessed to determine the amount of its contribution in forming the variable shared. As for determining the contribution of the effect of each construct variable, the relationship between the exogenous variable and intervening variable, between exogenous variable and intervening variable and the endogenous variable was examined. 1.1.

The Relationship between Organizational Culture and Entrepreneurship Characteristics Culture can be defined as a habit that occurs repeatedly, which is performed by a person or group of people and is believed to have a certain value or meaning and subsequently is accepted as a form of tradition that are infused with meaning or value because it has contributed to those who perform or follow it. Related to this, the organizational culture can be regarded as a system of shared meaning combined by members of an organization that distinguishes this organization from other organizations.

This study shows a significant effect of the organizational culture on the entrepreneurship characteristics. Therefore, the success of the organization largely depends on the more likely formation of entrepreneurship characteristics among employees to realize. Correspondingly, in fact to maintain the existence of any small and medium sized enterprises in Malaysia, generally there is a need

to give opportunities for each employee to offer thoughts or new ideas. Similarly, all employees should be involved in decision-making whose significant indicator that contributes to the organizational culture is the decisions made by the employees that encourages the formation of a sense of ownership, adaptability, and common goals to be achieved.

In addition, the employees should be given awards or reinforcement by the owners about their thoughts or ideas, as well as innovations they have created, thus encouraging other employees to do the same. 4.1. The Relationship between Entrepreneurship Culture and

characteristics. In a competitive environment today, the development of entrepreneurship is characterized by various factors among those who run SMEs is required to create a competitive advantage through various means that are novel and realizable in some way, namely, by being able to take risk, and acting proactively. This is in line with what proposed by Lumpkin and Dess (2001) that entrepreneurs must have the characteristics that reflect it.

One of the personal traits such as confidence and optimism being risk- and result-oriented. In taking advantage of challenges, leadership, originality, and being future-oriented. From this argument it can be said that one factor contributing to the lack of competitiveness of SMEs is the low values of the entrepreneurship personality possessed by SMEs. In other cases, the creative and innovation ability are not enough. In the literature, there are often additional factors: the ability to formulate current and future business opportunities.

In contrast, the entrepreneur will be able to identify business opportunities that are not followed by the values of personal qualities that encourage a person to take action that leads to the desire to create and take advantage of business opportunities.

To have an ability and strong desire to create creative and innovative ideas and ability to take risk are decided. The findings show that the entrepreneurship characteristics built through the ability to innovate, the ability to take risk, and proactivity have an effect on competitive advantage built through the concept of low cost, product differentiation, and focus. In addition to having a significant effect, the relationship between the two variables is positive in that sense that the higher the entrepreneurship characteristics of small and medium-sized enterprises are, the higher their competitive advantage is that leads to competitive advantage of small and medium-sized enterprises. Otherwise, if the lower the entrepreneurship characteristics,

there, the more likely the competitive advantage to occur that leads to competitive advantage of small and medium-sized enterprises in Malaysia. In fact, the characteristics of entrepreneurship is the main capital for any company to create a competitive advantage, by developing ideas that are novel and innovative and able to take risk of failure. Some experts argue that the importance of the ability of being creative, innovative and proactive that represents entrepreneurship characteristics can be a reason for companies to create a competitive advantage. Miller (1993) elucidated that business success that are oriented towards entrepreneurship are determined by the ability to be alive, to give, to take risk, and to be proactive.

Lumpkin and Dess (2001) remarked that entrepreneurship characteristics are the foundation for a business to create a competitive advantage. Meanwhile, Zahra and Cranshaw (2000) opined that entrepreneurship characteristics are an important part in

achieve high performance for a business. The results of the study from Lumpkin and Dess (2001) reveal a significant effect.

of entrepreneurship characteristics on the competitive advantage of SMEs. Thus, it can be argued that in general small and medium catering enterprises in Malakassar are able to survive and be competitive in the country's economy today due to the ability of the enterprises to increase their performance characteristics for its employees through the ability to innovate, inner courage to take risk, and

build positive attitudes and behavior. The role of organizational culture in maintaining the continuity of the existence of small and medium catering enterprises in Malakassar is demonstrated by the presence of its significant and positive effect on the competitive advantage of the enterprises. This indicates that the stronger the organizational culture of the enterprises is, the higher the level of competitive advantage of small and medium catering enterprises in Malakassar is. Otherwise, if the organizational culture is low, it will also result in low competitive advantage.

Therefore, the enterprises in Makassar should have not escaped their attention on the development of organization, culture through a sense of ownership, adaptability to changes in the business environment, and the understanding of goals of the organization. II- The Relationship between Organizational Culture and Competitive Advantage of Small and Medium Catering Enterprises. Organizational culture serves as the spirit of organization, because it involves philosophy, mission and vision of the organization that is internalized by all members of the organization. They will become a force for the organization to compete. Thus, management can be a competitive advantage for an organization with several supporting components, such as: Customs, traditions, regulations, policies and procedures that can make the job more enjoyable and can further assist in achieving organizational goals through the productivity of the employees. Based on the research results, it could be concluded that the results of the analysis indicate a significant effect of organizational culture on entrepreneurship characteristics. Thus, the stronger the culture of the organization is, the more likely the formation of characteristics among employees to increase the line with this, in reality, to keep the existence of any small and medium enterprise in Makassar.

Generally it is necessary to give opportunities to every employee to offer ideas as well as to involve in the decision making. An indicator that contributes dominantly to the progress of the organization. Organizational culture is very important for an organization. Because it contains execution, value and attitude upheld by all members of the organization. Therefore, Hofstede and Hofstede (2001) suggested that organizational culture is a collective programming of the mind which distinguishes the members of one

organization with other organizations Furthermore, Peters et al (1982) noted the importance of organizational culture for the competitive advantage of an organization Building a strong organizational culture is the first step for creating competitive advantage for an organization.

Related to the above, there is a significant effect of organizational culture on competitive advantage of small and medium sized enterprises in Makassar with regard to some aspects including low cost, product differentiation, and focus It could be concluded that the competitive advantage of small and medium sized enterprises in Makassar city is determined by how strong the culture of the enterprises is. 5. (O\1.1

Organizational culture as a management tool for the company's strategy to achieve its goals is part of the development and implementation of the organization's strategy. The organization's culture is the decision of the organization, thus influencing the formation of a sense of ownership, adaptability, and having common goals to be achieved.

The results of this research also show that entrepreneurship characteristics built through the ability to innovate, the ability to take risk, and proactivity affect the competitive advantage of small and medium enterprises in Makassar. In addition to having a significant effect, there is a significant and positive relationship between the two variables, in the sense that the higher the entrepreneurship characteristics are, the higher the competitive advantage of small and medium enterprises is, which leads to a competitive advantage of small and medium enterprises. Similarly, the role of organizational culture in maintaining the continuity of small and medium enterprises in Makassar is demonstrated by the positive and significant effect on competitive advantage.

This indicates that the stronger the culture of the organization is, the higher the level of competitive advantage of small and medium enterprises in Makassar is. Otherwise, if the organizational culture is low, it will result in low competitive advantage. So it can be argued that entrepreneurs in Makassar, in maintaining their presence do not escape their attention on the development of organizational culture through a sense of ownership, adaptability to changes in the business environment, and understanding the goals of the organization. The result of model estimation demonstrates that organizational culture

has a positive and significant effect on competitive advantage. Indriani Peaon Education. GruiSle. P, M(rF. S (194), LiLinS bsine 3rd cry ed hue twltM mdaaetnent hsuEs 4d iDplications P(III)NI Rece! 230).63-t4. Hofslde. G.H.. Hoclldc. C. (21rc1), CDrhrE,6 Cd\$qrEs: CoinpsmS V.lqc!. Bdr6vioE, Irstituto8 ad Orgsrizrio.! 8tB Ndiols Thoulrd Orts,

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